

The DEScriber

Child Welfare Training Institute Commences

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In Brief

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Anna Arnold, Assistant Director for the Division of Children, Youth and Families briefing a Child Welfare Training Institute participant.

By Dr. Dolores Reid

The Child Welfare Training Institute (CWTI), which started on January 7, 2002, will focus on preparing case managers for practice through quality learning. Implementation is carried out by a strong training team of classroom trainers, CHILDS (Children's Information Library and Data Source) trainers and field training supervisors. Each has a major role in ensuring the success of the

program. Each must know, understand and respect the role of their team partners.

CWTI's approach utilizes shadowing and mentoring under the direction of the field-training supervisor. This approach is grounded in the belief that curriculum is best taught in the day-to-day environment. Field training supervisors will receive training for

Director's Column

By John L. Clayton

I recently addressed the DES Subcommittee on Appropriations at the State Senate on the history, accomplishments and challenges associated with DES. In my continuing efforts to keep you informed on developments that affect us as a department I want to share with you the closing portion of that presentation:

This is a difficult time for the State and I am committed to doing whatever is necessary to help address the budget shortfall. Yet, in times of economic downturn, family stress increases and more people turn to DES for short-term assistance, or help finding employment. As the Governor said in her Mid-Biennium Budget Update: "In a slowing economy, a growing number of families at the lower rungs of the socioeconomic ladder will require public assistance. Legitimate human needs are expanding the State's caseloads, and we must not cut the lifeline to those who need help the most."

This is not the time to make further reductions in "safety net" programs. The Governor knows that much of this help is funded fully or partially with federal dollars, and we must fully leverage those dollars to achieve the maximum benefits. There are so many, critical, pressing human service needs.

The cost of delivering services continues to increase. Wages are so repressed that community based agencies struggle to attract and retain staff. Yet, we have not been able to increase provider rates. As the population in need grows, so does the need for home and community based services for the elderly and people with disabilities. The demand for emergency and crisis services continues to rise whether for food, shelter, or other crisis services.

Now is the time that we should be investing more in core services – education and job training, transportation, and child care. And finally, there is no more critical need than to ensure children are free from abuse and neglect and have safe, healthy, and permanent homes.

In conclusion, I understand the challenges facing the State and the difficult decisions that lie ahead. During my conversations with my counterparts from across the country, I find that they also face some of the same challenges:

■ How do we manage in uncertain economic times?

■ How do we recruit and retain an experienced workforce?

Our employees are concerned about their jobs, their salaries and their increased workloads.

■ How do we manage our limited federal and state funds to ensure that we meet critical needs?

We must continue to work together to address the challenges facing the people of Arizona. Thank you for this opportunity.

As always, I welcome your comments.



"This is not the time to make further reductions in "safety net" programs."

"The problems of today cannot be solved at the same level of thinking we were at when we created them."

Albert Einstein

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trainers and will utilize the Intro-Guide developed by the CWTI work group as a tool to correlate field experiences with classroom work. They will also be asked to participate in curriculum development and at times help present that curriculum in the field setting. This assistance is considered to be of great value in structuring the learning experience.

Prior to the formation of the Child Welfare Institute, the ACYF training unit has always recognized the importance of transfer of learning principles for adult learners. The collaboration of many staff including program managers, CHILDS trainers, policy specialists and the training work group has helped to frame the new program. This program provides a more integrated approach to that transfer of learning.

With the completion of the 12-week training program that includes using field experiences to more fully integrate the classroom lectures and exercises, it is expected that the trainees will acquire a high level of proficiency in their work. This approach has been formulated based on the reviews of other models recognized around the country: Florida's Community-based model, Pennsylvania's Training for Trainers and Oklahoma's Supervisor and Mentor Guide have all been utilized in building this Arizona approach.

Specific field activities are identified for Transfer of Learning based on each week's curriculum. Observation forms completed by the trainee and the Training Supervisor about time spent in the District/Field will be collected and shared with the team for the purpose of training as needed.

The Training Institute will ensure that before CPS caseworkers are assigned full caseloads they will be trained on best practice, policy and computer requirements of their work, thereby enabling them to make quality decisions in regard to the children and families who need our service.

The mission of the Training Institute is to prepare, train and develop staff which by far is the most important activity that administration can undertake in reference to retention and maintenance of staff. We believe we will be successful in our efforts to prepare and retain staff for the complicated and demanding jobs that they are required to do. We believe we will also be successful in giving staff the message that what they do for families and children is important and deserve their best efforts as well as the administration's best efforts to support and assist them.



Child Welfare Training Institute participant.



Child Welfare Training Institute participants during one of the training sessions.

The Training Institute is being developed and implemented so that staff can receive and maintain the tools needed to do their best work. We have not completed all of the development, but we believe we are well on our way to having an operating Training Institute that will give us our best opportunity for preparation, training and development of staff.

Tech Talk

Get Organized and DELETE THE REST!



By Richard Porterfield

Exchange folders.

E-mail messages, calendar events, other Outlook items and their attachments use a significant amount of storage space on our servers. We need to organize and keep those items that require record retention and delete the “transitory messages”. Refer to DES Policy 1-38-0035 regarding e-mail usage and retention. Following are items in Outlook that should be reviewed regularly and deleted often.

Sent Items

Did you know that Outlook saves every message that you have ever sent? Currently, my Sent Items folder contains over 1,400 messages and that’s just from the last three months! At least once each month, each of us should review our Sent Items folder and remove those messages that do not need to be retained. I would propose that if the message was worth saving, then you should have sent yourself a copy and retained the message in an InBox subfolder. At worst, you should only retain the last two to three months of sent messages – DELETE THE REST.

Deleted Items

Outlook even saves your deleted items! After reading a message and deleting it by either pressing the Del key, Delete key or by left-clicking on the delete ‘X’ button, the message is moved to the Deleted Items folder. To permanently get rid of the message, you need to delete it from the Deleted Items folder. I have Outlook setup to ‘Empty the Deleted Items folder upon exiting’. If you don’t want it deleted, then don’t delete to the Deleted Items folder in the first place. You should

move the message to a subfolder to be retained and DELETE THE REST!

Calendar Items

Do you really need to keep a record of that Doctor’s appointment that you had last month? How about that reoccurring meeting that happens every week? At least once each month, we need to delete references to these old appointments. It is okay to keep a few of our completed appointments for posterity sake, but I suspect that many of your appointments are recorded and maintained by another person in your office or by the person in charge of the meeting(s). Let that person keep the record – you should DELETE THE REST.

Task Items

I use task items a great deal – it keeps me organized and helps to prevent work from slipping through the cracks. It’s also great for compiling those status reports. But once the task is completed and reported, you should get rid of it. Again, at least once each month we need to review our task lists. You can retain completed tasks that are a part of a large project still on-going, but you should DELETE THE REST!



Contacts Items

We are a transient workforce. We change jobs and companies. You should keep your contacts list up-to-date and

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DELETE THE REST!

Journal Entries

I know there are valid reasons to use the Outlook journaling feature, but I would caution you from using it. **DON'T TURN IT ON!** And, if you have turned it on, then only keep entries for those items needed and **DELETE THE REST!**

Attachments

Although sending attachments can be an excellent way to transfer a file or document from one person to another, it will consume significant space on our Exchange servers. If you are transferring the file or document to another person in your own work group, then you should move the file or document to a "shared folder". This will allow the entire work group to collaborate; jointly making updates to the file or document. If the file or document should not be "shared" with the entire work group, then you can either add security (or a password) to the document or have your LAN administrator setup a special "shared folder" for only those that you wish to share the file or document.

If you receive a message with an attachment, then you should copy the message (Save As or Save Attachment) to your own directory and remove the attachment from the original message. Most likely once you remove the attachment, the original message can be deleted.

If the attachment is referential material, such as, a program policy, rule or directive, or informational material, such as, an employee telephone listing or donated leave request, then **DON'T ATTACH IT!** Instead, the "attachment" should be posted to a program or Agency public folder. Periodically, you can send a message to remind Outlook users of its existence and use. Also, make sure that you keep all items published to a public folder relevant and **DELETE THE REST!**

Archiving

In my next article, I'll discuss archiving items from the Exchange server to a Personal or Archive folder stored separately. Archiving "rules" can be setup to make it easier for you to keep organized and save space

Arizona Re-employment Rapid Access

By Edward Joseph

Filing a claim for Unemployment Insurance in Arizona is done by telephone, by calling ARRA (Arizona Reemployment Rapid Access). The state operates two call centers, one in Phoenix and one in Tucson. The transition from taking claims in person at a local office to filing by telephone was done in three phases. The Phoenix center began taking calls October 16, 2000; it began with Interstate claims only and on October 30, 2000 included all of Maricopa County. The Tucson center opened on December 18, 2000 and at that time only Pima County was added. 2001 was quite a busy year for ESA implementing changes in the way services are provided to the public.

As of October 1, 2001 the balance of the state was incorporated. Calls placed through ARRA will be placed in a queue and answered by the next available agent at either of the two centers. Although the filing for benefits is being done by telephone, the claimants are still required to register with Job Service, and report to Job Service offices for periodic reviews of their work search activities as scheduled.

The telephone numbers are as follows:
ARRA Phoenix 1-602-364-2722
ARRA Tucson 1-520-791-2722
Outside of Maricopa and Pima County 1-877-600-2722
Telecommunication for the Deaf (TDD) 1-877-8776226
Client Advocate 1-602-542-0169

When a claimant calls to file a new claim they answer a series of questions through the IVR (Interactive Voice Response) system, by using the keypad on their telephone. Once they have completed the questions they are transferred to a Program Service Evaluator to complete the claim and to provide further instructions. The entire process takes from 30 to 45 minutes, depending on the individual circumstances.

After the new claim is filed should a claimant have questions or need to contact the center for any other reason, they still need to call ARRA and select option 4 from the menu for further assistance.

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DDD State Quality Management Committee

*B y D r . L a u r a N e l s o n

The Division of Developmental Disabilities Statewide Quality Management Committee (SQMC) strives to ensure compliance with all state and federal regulatory requirements concerning quality of care provided to individuals served by the Division.

The SQMC consists of 11 members from throughout the state, representing rural as well as urban districts. Monthly meetings of the SQMC address the monitoring and progress of quality

management projects.

The SQMC and the Division's Management Team recently submitted the Quality Management Plan for 2001 which outlines the Division's Quality Improvement Plans for the year. Specifically, the Division will investigate the satisfaction and functional status of individuals and families who choose their own support coordinator. The Division will also participate in the Arizona Health Care Cost Containment System (AHCCCS) mandated diabetes study which investigates whether members diagnosed with

diabetes receive the established medical standard of care.

The SQMC will promote communication, teamwork and team building in all areas of quality management. Periodic updates will be included in this newsletter. Please contact Rhonda Bombard, Quality Management Administrator at: Rbombard@mail.de.state.az.us with questions or comments.

* Dr. Laura Nelson, M.D., Chairman of the Statewide Quality Management Committee (SQMC)

New Classes to Enrich Your Skills

B y B a r b a r a R u d d y

STRESSED? Need to brush up on your business writing? Or improve your listening skills?

The Office of Organizational & Management Development (OMD) is now offering classes to enrich your skills. For the remainder of this first quarter of 2002, there are many opportunities for you to complete the mandatory courses for all employees and supervisors. There are also a variety of special classes that have been designed for DES employees. The OMD Catalog was sent out by e-mail on November 21, 2001 and hard copies were sent to each



site code during the middle of January. Extra copies of the catalog are available

by contacting OMD at (602) 229-2700.

If you have access to Microsoft Outlook, OMD also has information in the Public Folder section under the heading of DESS. There are special fliers describing some of the courses as well as the registration form and other interesting information about our services.

The registration is really easy. You simply fill out the registration form (IR 221), have your Supervisor approve it and send it through interoffice mail to 048Z or fax it to OMD at (602) 254-9378.

We'd love to have you join us in our classes throughout the state!

Health e-App

Web-Based Medical Assistance

Application Underway

By Mark C e s e r

Through a partnership between the Community Health Centers Collaborative Ventures, Inc., the Arizona's Health Care Cost Containment System and the Department of Economic Security will be developing and piloting an automated Web-based Universal Medical Assistance application known as "Health-e-App" over the next several months. The project is being spearheaded and funded by the Pima County Access Program (PCAP), El Rio Health Center.

The Health-e-App will be used for enrolling low-income children, adults and families who apply for medical assistance using the World Wide Web. This application was developed by Deloitte Consulting for the California HealthCare Foundation and will be transferred and modified to meet Arizona's unique requirements,

including bilingual (English and Spanish) features and ADA compliance standards. Following a four-month development period, the application will be piloted in 35



sites statewide within seven organizations. The Arizona pilot is expected to begin in May 2002 and some FAA Local Offices in Pima County will be selected to participate by the District II Management Team.

Gordon "Chip" Crawford from our Policy Support Team and Amy Cardenas from our Systems Team are participating on this project with the PCAP and AHCCCS. The Policy Support Team will also be documenting procedures for receiving and processing these applications in FAA Local Offices, as the development team finalizes process and systems designs.

Health-e-App will enable our communities to improve the effectiveness and efficiency of enrollment for our customers into public health insurance programs.

For more information, comments or questions, please contact Guy R. Wilson, DBME Program Development Manager at: Gwilson@de.state.az.us or via SYSM at FAA.WILSONG.

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In order to give an idea of what the current economic atmosphere has done to the unemployment insurance claims load in Arizona, consider the following: in December, 2000, the number of new unemployment applications was 9,397. One year later in December, 2001, the number was 16,634. When the number of reopened cases (individuals who had returned to work after a previous period of unemployment but have again become unemployed) is included, the number increases to 22,133 for the month of December, with a total of \$33,805,180 in benefits being paid.

UI
claims
agent
assisting a
customer



By Susan Hallett

Creative Collaborations to Combat Child Abuse



From the left: Director John L. Clayton; Assistant Director, Anna Arnold and Maricopa County Attorney Richard Romley.

Increased communication and effective collaborations were the main themes at a recent seminar hosted by the Department of Economic Security and the Maricopa County Attorney's Office. As common goals and interests were shared by Director John Clayton and Maricopa County Attorney Richard Romley, a room comprised of Child Protective Services, Attorney General and Advocacy Center staff, as well as staff representing over 20 law enforcement agencies countywide waited eagerly for the opportunity to discuss needed improvements to one of society's most dreaded problems. Both agencies clearly demonstrated through this leadership a stronger commitment to join efforts in conducting investigations and assessment of risk for our most vulnerable populations.

The seminar outlined specific strategies for the handling of routine and complex investigations and provided contact persons in a variety of special areas. Multidisciplinary children's advocacy centers, such as the Child help Children's Center, Mesa's Center Against Family Violence and the West Valley Advocacy Center were profiled as the premiere route for successful investigation and prosecution of child abuse and neglect. In particular, sexual abuse cases involving medical and forensic evidence have seen an increased rate of prosecution when referred through the Centers. Participants attending the seminar were introduced to and invited to network with professionals in their specific and surrounding geographical areas.

Due to the increase of child abuse reports, domestic violence calls, and home environments which endanger children's welfare, the need for a united and fluid approach to working these cases becomes paramount. Ongoing exchanges of agency functions and policies between the law enforcement and child protection communities allows for gaps to be filled and children to be spared chronic or repeated traumas.

For more information on this article or the seminar contact Susan Hallett at: (602) 542-5442



Major Accomplishment In Communications: Video Conferences

By Joyce S. Steinberg

The Rehabilitation Services Administration (RSA) Video Conferencing Project was envisioned as a way to increase communication, enabling consistency in the delivery information to staff, while at the same time reducing travel and training expenditures for the agency. Four video training sites, two smaller receiving sites (Flagstaff and Lake Havasu City) and two origination sites (Phoenix and Tucson), with full multi-media capabilities were designed. These facilities now enable RSA's training staff to develop and offer In-Service trainings from Phoenix reaching staff from around the state and

schedule the rooms for regular council meetings and has used this medium for public forums to discuss issues of importance to consumers. Other councils and work groups within RSA are beginning to make use of the videoconferencing system, as well. This has increased statewide representation allowing for diverse points of view.

When RSA and its staff and partners are not utilizing the video conferencing system, it will be made available to other Department of Economic Security programs and administrations. There is a fee involved, which covers

staff resources for technical support. The Office of Management and Development already has plans to offer statewide training on Customer Service via video in March 2002.

The ability to use this new technology as a communication enhancement tool has been a major accomplishment



Rehabilitation Services Video Conference Room

RSA's university partners from the University of Arizona to deliver graduate coursework statewide from Tucson. This will help the RSA to meet the federal mandates for "Qualified" staff under the Rehabilitation Act Amendments of 1996.

The Governor's State Rehabilitation Council, one of several Governor's Councils the RSA supports, has also begun to

The ability to use this new technology as a communication enhancement tool has been a major accomplishment, which was only made possible because of the collaboration between RSA and their partners, both internal and external to DES. RSA continues to work closely with the representatives of Norstan Communications, the staff from DTS and DB&F/Office of Facilities Management; as well as the District II DDD staff in Tucson.



Retirements

Susan Olson	DBF	13 years of service
Corrina Woodson	DDD	24 years of service
Grace Coker	DTS	17 years of service

Office of Special Investigations Holds Statewide Meeting

By Jim Toth

THE OFFICE OF SPECIAL INVESTIGATIONS HELD A STATEWIDE MEETING on January 22, 2002. In the shadow of the magnificent mural in the lobby of the Industrial Commission, over 100 O.S.I. staff and guests were beguiled by some outstanding presentations. After an informative update by Assistant Director Van Braswell, Maricopa County Sheriff Joe Arpaio enlightened the audience with the intricacies of incarcerating miscreants in tents and clothing them in pink undergarments. A motivational and inspirational presentation was offered by U.S. Air Force Captain George Burk (retired). Captain Burk was the sole survivor of a military aircraft crash. His message was one of perseverance, commitment and encouragement to "be a winner, not a whiner". The afternoon began with an interesting perspective of "Crimes Against the Elderly" as presented by Special Agent Richard Skinner of the Attorney General's office. The entire staff was then addressed by Chief Tom Morrissey who dispelled all stress from the auditorium by explaining ancient, oriental, meditation and breathing techniques. The relaxed, but, wiser group then departed for Douglas, Yuma, Show Low, Tucson, Flagstaff, Safford, and other remote reaches of the state with renewed vigor in their quest to ferret out fraud.



Office of Special Investigations participants



To Lynn O'Malia, Division of Children, Youth and Families, Phoenix

"I very much enjoyed working with you. I hope you're able to stay in support of Maricopa Families for Kids and continue helping the project to remove it's barriers. Thank you so much Lynn for all you help and your support. You've truly exemplified what "Collaboration" is about and I have valued your spirit and assistance. Since I'll remain in Maricopa County, I hope we can stay in touch. Best to you."

Leticia, Aid to Adoption of Special Kids.

To Francis Hernandez, Division of Benefits and Medical Eligibility, Phoenix

"Francis is this type of employee who truly cares for the job duties that she performs and reflects outstanding teamwork and abilities to provide impeccable service. I was taken back by her kindness and willingness to help deal with one of DES' clients. She took the time to listen and showed a genuine care for the client. It was a pleasure to see someone on their way out to stop and deal with a multitude of situations, while showing a true compassion to get the job done, provide excellent customer service by giving time to clients to talk about their needs and problems. This is a direct reflection of excellence upon DES staff. Please recognize Francis for her willingness to assist others, clients and employees and her dedication to her job. Thank you Francis for the example that you set."

Detective Steve Horath

Maricopa County Sheriff's Office

To Louis Austin, Division of Aging and Community Services, Mesa

"I would like to take this opportunity to express my thoughts on the services of Mesa One-Stop. I found Mr. Louis Austin and his associates very competent in their management and behavior towards me and my needs. At no time did I feel that I was being neglected. Their service on a professional and humanitarian viewpoint was of the highest level that I could describe. I would highly recommend this program and the services that I received from Mr. Austin to anyone in need of help. Thank you again for your time and effort."

L. H.

To Policy Unit, Division of Children, Youth and Families, Phoenix

"I would like to thank you and your staff for organizing the Enhancing Communication Seminar. The seminar was very informative and useful. Sharing relevant information was a good subject, which as providers, we need to know in depth. Once again, I would like to thank the speakers Stephanie Lopez, Don Greenwalt and Lynn O'Malia. All of them did a wonderful job. Please convey my appreciation to each of them. Please include providers like me in the future seminars and training."

Simon Kottoor, MSW

CEO, Sunshine Residential Homes, Inc.

The Arizona Department of Economic Security is dedicated to promoting the well-being and self-sufficiency of individuals and families through the delivery of quality integrated services.

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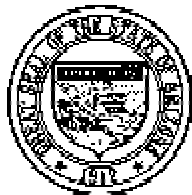
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Arizona Department of Economic Security



Jane Dee Hull, Governor
John L. Clayton, Director

Quality Counts

By Gloria Diaz

YOU EXPECT WHAT?

"I know the workload is up. I know that we're short staffed. But, you have got to increase your accuracy!" "But, my accuracy is already 95%. That's very good, isn't it? Well, just how good is good enough?" Does this sound familiar? Have you had a conversation like this with your supervisor?

Accuracy is recognized as one of the characteristics of excellent customer service. It is often used as a measure of quality. Accuracy is one of the things that our customers expect from us. It is one of the things we insist upon when we're customers in the marketplace.

What level of accuracy or quality are you willing to accept as a customer? Ninety-five percent sounds pretty good. Ninety-nine percent sounds even better. How does 99.9% accuracy sound? Would you be happy knowing that you could expect 99.9% accuracy from the organizations you deal with? That's nearly perfect, and no one's perfect.

According to research conducted by TARP (the Technical Assistance Research Programs) 99.9% accuracy would mean:
1 hour of unsafe drinking water every month
2 unsafe plane landings per day at O'Hare Airport in Chicago

16,000 pieces of mail lost by the U.S. Post Office every hour
20,000 incorrect prescriptions every year
500 incorrect operations each week
50 babies dropped at birth every day
22,000 checks deducted from the wrong bank account each hour
32,000 missed heartbeats per person each year

What would 99.9% accuracy or quality in the work you do mean to your clients? Given how most DES employees would answer this question, shouldn't we all have goals of 100% accuracy at all times? That sounds like a very tall order. It probably sounds impossible. After all, no one is perfect.

The thought of doing everything with 100% quality 100% of the time is overwhelming. But, the thought of doing the specific task you're doing at a given point in time with 100% quality is probably reasonable. You do lots of things with complete accuracy everyday.

Remember the old riddle, *How do you eat an elephant? One bite at a time.* How do you achieve 100% accuracy? One task at a time.